



The Army Signal Command

Army Transformation and the Network Enterprise Technology Command (NETCOM)

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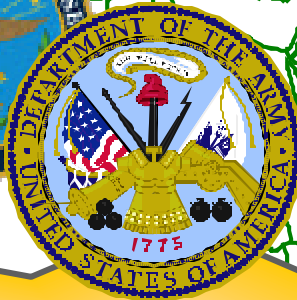
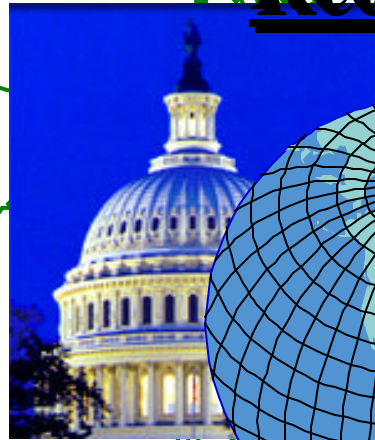


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Transforming the Army . . .

Requires Evolutionary Changes

- Processes
- Institutions
- Culture
- Philosophy
- Technology



*Our Leaders are The Army's
Strategic Change Agents for achieving a
network centric, knowledge-based
Objective Force*



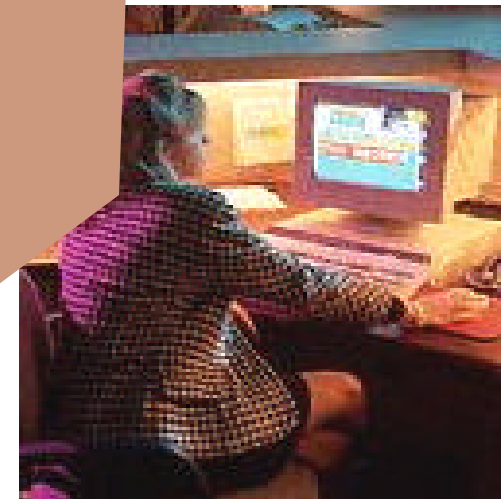
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Army Knowledge Management



The Army strategy to transform itself into a network-centric, knowledge-based force. This effort is an integral part of Army Transformation.

AKM is intended to improve decision dominance by our warfighters and business stewards – in the battlespace, in our organizations, and in our mission practices.

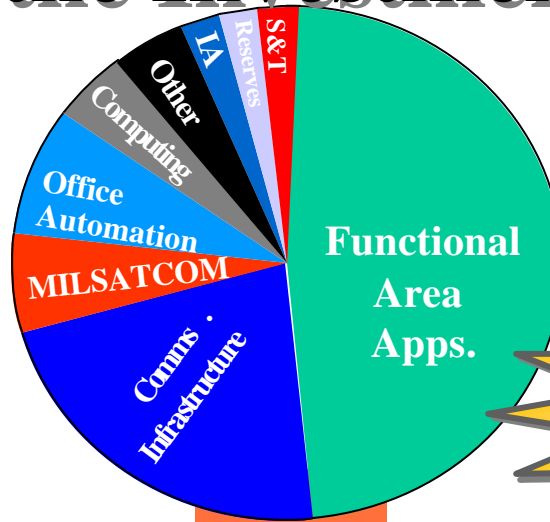




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Reshaping the Investment Strategy

**\$5B FY02
C4/IT BUDGET**



**Leadership
will change the
balance!**



Traditional

Transitional

Transformed



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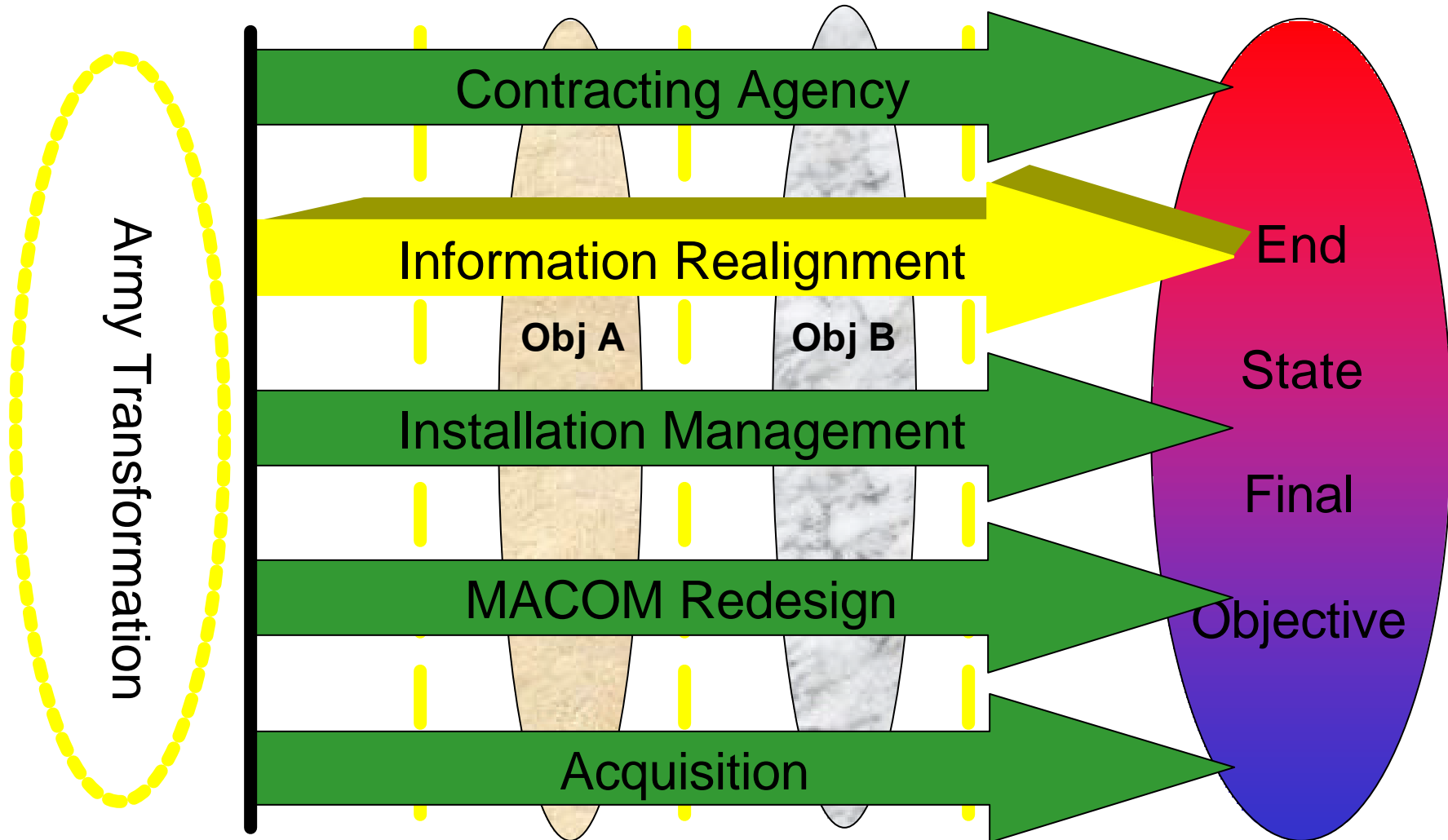
AKM Strategic Goals

1. **Adopt governance and cultural changes to become a knowledge-based organization**
2. **Integrate knowledge management concepts and best business practices into Army processes to improve performance**
3. **Manage the Infostructure as an Enterprise to enhance capabilities and efficiencies**
4. **Scale Army Knowledge Online (AKO) as the Enterprise Portal to provide universal, secure access for the entire Army**
5. **Harness our human capital for the knowledge-based Army**



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Army Transformation





IM Realignment Background (Objectives)

- **Army CIO is the single corporate leader responsible for the Army Enterprise Infostructure (AEI)**
- **Provide policy and oversight at the HQDA level to insure consistent IM policy across the Army**
- **Realign operation and management functions under a single Operating Agency (NETCOM) responsible to the Army CIO at the Enterprise Level**
- **Achieve IM resource equities across the Army**
- **Flatten the organizational structure of IM operations – clear chain of command**



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Evolving Missions

CURRENT ARMY SIGNAL COMMAND MISSIONS

Provide a warfighting competent strategically responsive Signal force support to:

- Combatant CINCs
- Army Service Component Commanders
- Joint and Combined Operations
- Establish, operate, protect, sustain, integrate, and manage the Army's portion of the Global Information Grid
- Protect and provide for the well-being of our people.

NEW AKM MISSIONS:

U.S. Army Signal Command (USASC) is the Army's single authority to operate and manage the enterprise level infostructure. USASC will have technical command and control and configuration management authority for the Army's critical networks and systems, and will have operational review/coordination authority for any standards, system, architecture, design, or device that impacts enterprise level Army infostructure and Network Operations (NETOPS).

18 September 2001
AKM Implementing Guidance

NETCOM/9th Army Signal Command Mission Statement

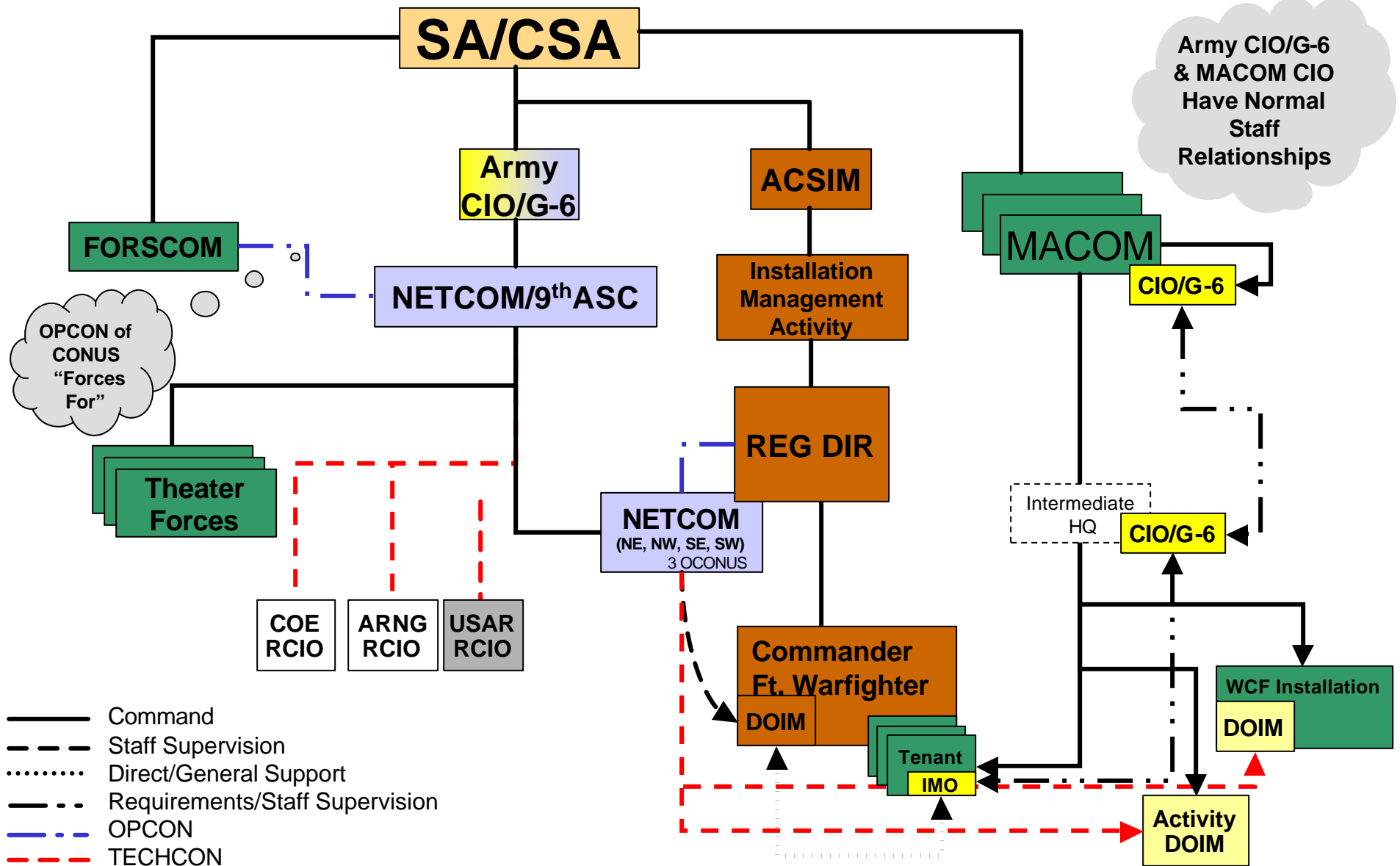
NETCOM is the single authority to operate, manage, and protect the Army's enterprise level infostructure. NETCOM will deliver seamless enterprise level C4/IM common user services and warfighting forces in support of the Commanders in Chief (CINC) and Army Service Component Commanders (ASCC). NETCOM operates, sustains, and protects the Army's portion of the Global Information Grid, enabling force projection and the delivery of decisive combat power.

28 November 2001
Based Info Mgt Implementation Plan - Phase I



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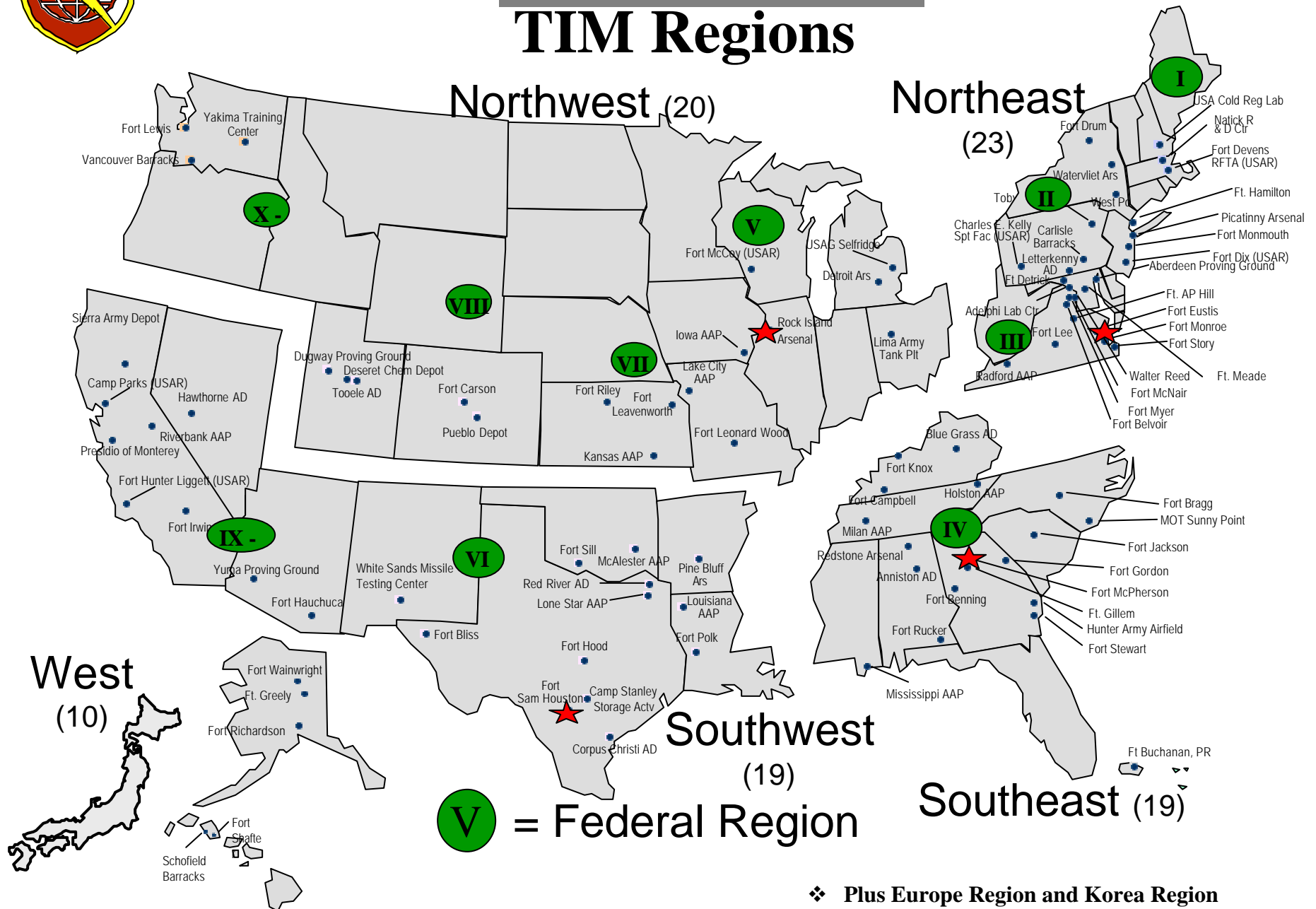
NETCOM/TIM Relationships for C4IM





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TIM Regions



❖ Plus Europe Region and Korea Region



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Our Vision

ARMY CIO/G6

NETCOM/9TH ASC

C2

Oversight
(incl rating)

NETOPS Reporting

Located in DC

DCG

Sr Tech Dir

Personal Staff
& Special Staff

DCG FWD

Coordinating
G-Staff (Rear)

FWD

EUR

X

X

CENT

SOUTH

KOR

PAC

ANOSC

C-TNOSC

COP and
Enterprise
Support

NETCOM
NE
NW
SE
SW

Knowledge Mgmt

Infostructure
Plans

ATD

SES

Enterprise Systems
Technology Activity

CTO

Operational
Engineers

IA

Spectrum Mgmt

Governance &
NETOPS

Service Mgmt



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Road Ahead

- **Stand up NETCOM Regions with the TIM RD**
 - Same time
 - Same places
- **Stand up NETCOM FWD and Rear**
 - Incorporate new missions
 - Reorganize staff
- **Continue to execute/implement new enterprise initiative**
 - Gain visibility on health and security of all Army networks.
 - Issue Enterprise Systems Management CONOPS
 - Implement Active Directory/Exchange 2000 across the enterprise
 - Establish worthiness process for additions to the infostructure
 - Develop Service Level Agreements for common user services across the Enterprise



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Infostructure Operations – Objective State

- **Enable universal (and secure) access to authorized infostructure services to all Army customers within the Army infostructure – PKI enables single sign-on “plug & play” capability**
- **Accurately display a total and integrated Situation Awareness of the AEI**
- **Predict impacts on the AEI of new/changed systems and operational contingencies**
- **Redirect and reallocate AEI resources in near real-time to support Army response to crisis or unplanned event anywhere within the Army infostructure Area of Operations (AOR)**
- **Provide a consistent, robust, base-level of infostructure services to all authorized Army customers at the least cost feasible within Army operational constraints**
- **Provide additional (above base level) infostructure services to Army customers on a reimbursable basis**
- **Perform continuing and non-intrusive technology insertion based on improving service levels or reducing cost of providing current base-level services**

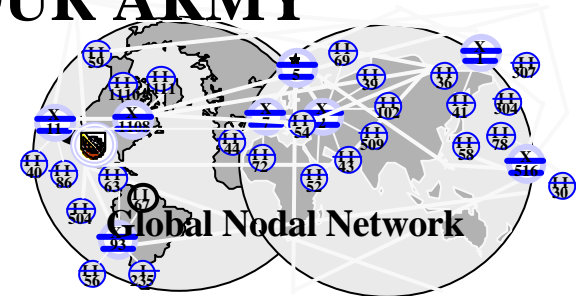


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ADDING CONTINUED VALUE TO OUR ARMY

AKM Enterprise Operations Requires Single Voice:

**Standard architectures
Joint interoperability
Real world situational
awareness
Strategic links to the National
Command Authority
Seamless Information Systems
for the Unified CINCs and
Army Component Commanders**



NETCOM added benefits:

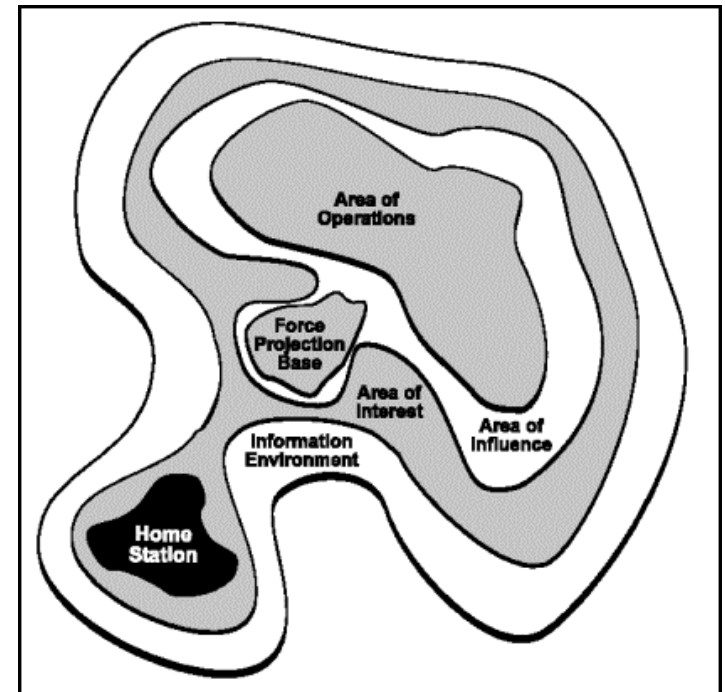
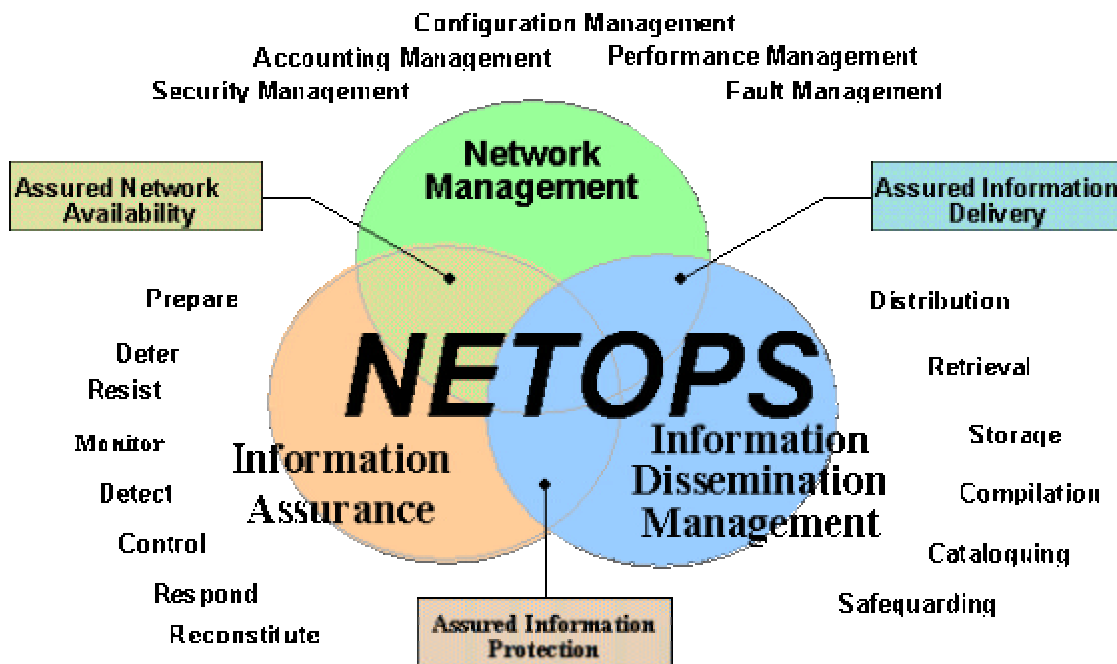
- Worldwide, rapid deployment**
- **Tailored communication solutions**
- **Specialized comms engineering**
- **Global Network Operations & Information Assurance**
- **Rapid technical insertion (COTS)**
- **Integrated Enterprise Operations**
- Army Network Common Operational Picture**
- **Provide Single NETOPS Operational Crew Chief for all levels of war to Army**
- **Operationally focused, responsive**

**Enabling Strategic Dominance through Global
and Regional Communications**



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Why NETOPS is Critical!

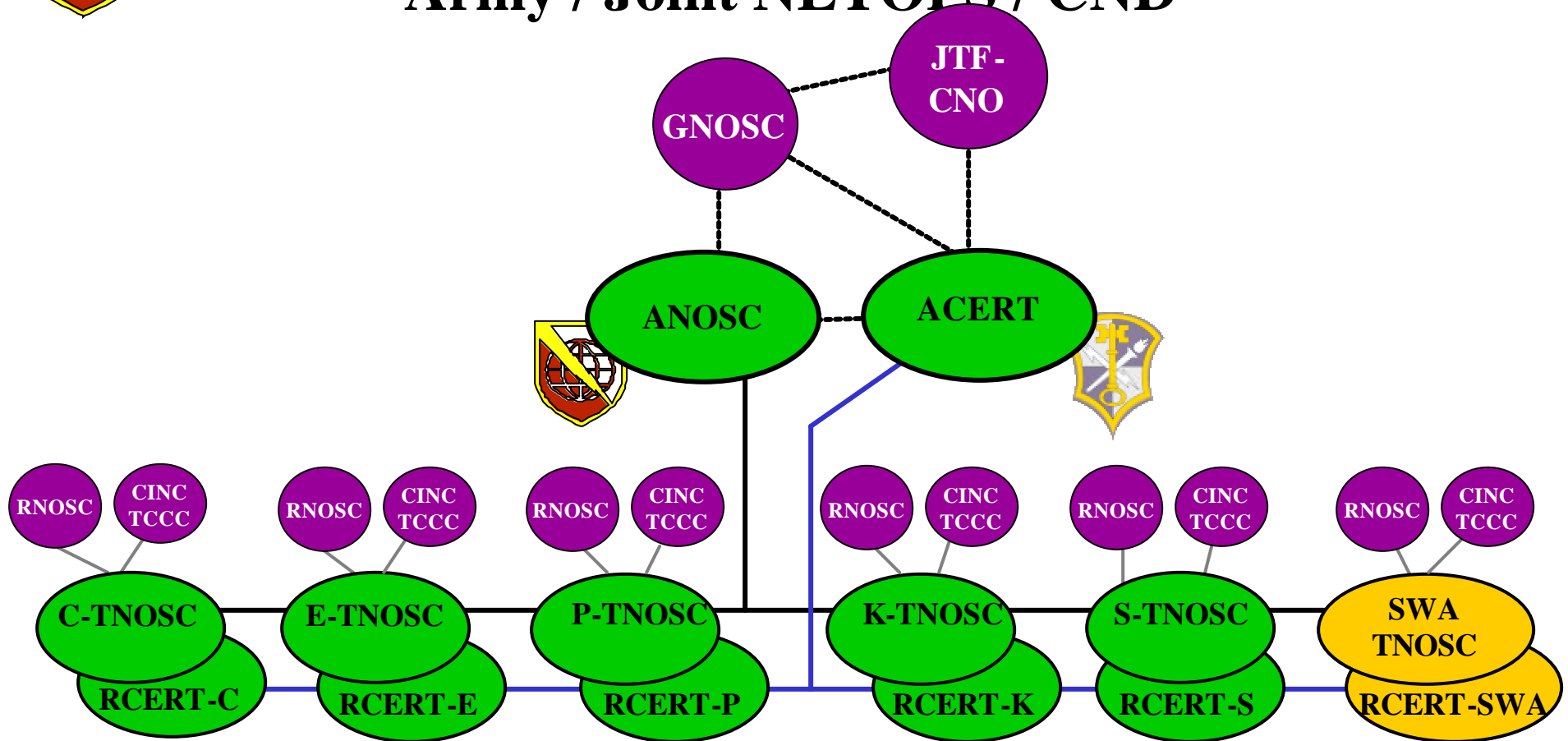


- **NETOPS is a key enabler ensuring the proper operation and protection of the Information Environment (IE) supporting the warfighter.**
- **The Information Environment is a center of gravity for US Military Operations.**
- **The IE is a prime target of Asymmetric Warfare.**



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Army / Joint NETOPS / CND



ANOSC – Army Network Operations and Security Center (NETCOM/9th ASC)

TNOSC – Theater Network Operations and Security Center (Signal Command/Brigade)

RNOSC – Regional Network Operations and Security Center (Battalion/Deployed Units/Others)

ACERT – Army Computer Emergency Response Team

RCERT – Regional Computer Emergency Response Team



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Asymmetrical Warfare and NETOPS

- **Defeated:** Maginot Line, Berlin Wall, US Borders (and the INS), and the National Transportation System on 9/11
- **Not (yet) Defeated:** The Al Queda and The Drug Trade
- **Reason:** Symmetric vs. Asymmetric Offensive and Defensive actions
- **Basic Questions to Consider:**
 - Do we treat our networks Symmetrically or Asymmetrically?
 - Does our enemy treat cyber warfare Symmetrically or Asymmetrically?
 - If the enemy uses Asymmetric Offenses, can our Symmetric Defense defeat the enemy?



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Friendly Asymmetrical NETOPS Warfare

- **Facts:**
 - The networks (military and civilian) are battlefields TODAY.
 - Our greatest strength (Information Superiority) can also be our greatest weakness.
 - DoD currently has a Symmetrical “Defense in Depth” strategy for our networks.
 - We depend on COTS products (created by US and foreign nationals) in our defense.
 - Skilled people are at the heart of our success.
 - Asymmetric NETOPS threats are a reality each day.
 - Cultural, legal and doctrinal barriers inhibit our NETOPS.
- **Assumption:** To battle the Asymmetrical threat to our infostructure, we must think
- in terms of asymmetrical defenses; remember – the best defense is a good offense.



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Enemy Asymmetrical NETOPS Warfare

- **The Threat:**
 - Knows that we are dependent on military and commercial networks during peace and war.
 - Will adjust to focus on where we are least defended.
 - Attacks just under our detection thresholds, with more powerful tools and techniques.
- **Enemy Cyber-Attack:** High payoffs, little expenditure. Examples: Solar Sunrise, Moonlight Maze, etc.

Melissa Virus - \$80 million

SirCam - \$1.15 billion

Nimda – \$635 million

Love Bug - \$8.75 billion

CodeRed – \$2.62 billion

Pentagon 9/11 Repairs - \$700 million



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Possible Friendly Asymmetrical Warfare NETOPS Mitigating Solutions

- **TLA-Redesign**
- **Variable reactions to keep the enemy guessing**
- **Coordinated NETOPS between military, government, private, and allies / coalitions**
- **Decrease reliance on the commercial world's infostructure**
- **Develop / resource contingency capabilities**
- **Use of deception techniques ("honey pots")**
- **Recon of the Enemy "AO" BEFORE they attack**
- **Develop and legalize the use of asymmetrical offensive capabilities**
- **Don't treat our infostructure like a business – treat it like a weapon system.**



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Friendly Asymmetrical NETOPS Warfare Improvements

- **Improved Event Correlation Across Data Sources**
- **ACERT and ASC LNO Exchanges**
- **Enhanced Information Dissemination Management (IDM):**
 - **NETOPS COP at theater and global levels: provides relevant reports, status, directives, guidance, queries, and IA information.**
 - **Vertical and horizontal information sharing**
- **Standup of NETCOM**